

2006 Michigan IT Strategic Plan


progress & prognosis report



Department of
Information Technology

Michigan.gov





*A connected Michigan
where access is just a
click away, where services
are streamlined and
secure, and where citizens
have an immediate voice
in an open and energetic
public square*



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Measuring Our Progress

Letter from Michigan CIO - Teri Takai



*Director Teri Takai
State of Michigan CIO*

Henry Ford once said you cannot build a reputation on what you are going to do. These are wise words from a man whose automotive genius put our great state on the map, forever carving its reputation in history books as a place where technology lives.

Today, Michigan has moved into the realm of dazzling technological innovation opportunities – opportunities reliant upon vision, cooperation, integration and good, old-fashioned planning. We are in a digital age, but like all great advancements, each hard-earned step of the journey is crucial and profoundly fundamental.

In January 2006, the Michigan Department of Information Technology refined Michigan's road map for this journey in its Strategic Plan, encompassing five broad goals tied tightly to our governor's vision for Michigan and the statewide Cabinet Action Plan. With a centralized and focused team of skilled IT employees, progress has come in waves. Today, we stand on a firmly built foundation, poised for tomorrow's possibilities and ready to play an integral role in Governor Granholm's "Next Michigan" Agenda.

This Progress Report encapsulates our journey so far. Within these pages is the story of where we have been, what we have achieved and where we are going. It has been a landmark time during which we have untangled the web of bureaucratic redundancies and achieved a common platform from which to move forward. We have launched countless services to simplify government for our citizens and in the process saved the state millions of dollars. We have united our state government as a single enterprise and are now ready to ignite the possibilities.

This Progress Report, simply put, is a glimpse of a growing reputation. And while we are not yet where we want to be, Michigan remains at the forefront, leading the way in the nation, as is evidenced by our number one rating in digital government for a second consecutive two-year cycle by The Center for Digital Government.



Executive Summary

Delivering on the Promises we Made

Over the last year, Michigan has taken major strides in its journey toward full digital government maturity. Partnering with its client agencies across state government, the Michigan Department of Information Technology (MDIT) has reached unprecedented service, as well as operational and strategic milestones since the January publication of the 2006 Michigan IT Strategic Plan.

MDIT's centralized and consolidated IT management approach forms the foundation for achieving this progress. In order to continue to succeed in an ever-changing world, MDIT has implemented a two-tiered planning and performance management process. This method bridges the gap between short-term tactical execution (daily operations) and long-range strategic planning.

Short-Term Execution and Long-Term Planning

Short-Term Execution

Integrate, innovate and change — that is the management approach put into action in 2006. By migrating IT equipment to central locations, consolidating software solutions such as email, meeting service levels and utilizing agile, competitive procurement methods and standardization in hardware and software, MDIT meets the challenge of short term tactical operations on a day-to-day basis.

Long-Term Planning

Meanwhile, MDIT continues to look to the future by systematically reassessing and redesigning IT goals, strategies, processes and programs. Maintaining the pace of progress is key as the department continues to formally incorporate updates as goals and initiatives in subsequent Michigan IT Strategic Plans.

This two-tiered approach enables MDIT to deliver solid, measurable citizen service benefits today as well as advance a strategic framework for transforming Michigan's government tomorrow.

Tools for Success

MDIT's major advances in 2006 showcase an exciting time of transition during which the tools for using technology to shape the future of government were developed and put to use. These tools include the following:

- The Strategic Management Team (SMT), which establishes MDIT's priorities and develops its tactical work plan.
- A new innovation, change, and project and portfolio management process that provides greater efficiencies as we manage our work



- The MiPLAN executive project tracking tool, which provides accountability and more efficient management of projects
- An Enterprise Architecture (EA) that facilitates the establishment of a consistent, standardized environment across the State
- Cross-boundary (XB) procedures, including the Michigan Health Information Network (MiHIN), land use and one-stop intergovernmental business services
- Broadband Forum and template for local governments
- 40+ new Web service applications
- Michigan.gov enhancements (“Best of Web” recognition)

While working earnestly to build a foundation for tomorrow, MDIT continues to partner with its clients (our government agencies) to harness technology and provide better, more efficient services to citizens and businesses. These efforts focus on Michigan’s five strategic IT goals, highlighted in pages 5-10, and the seven statewide solution areas defined in the text box below.

Michigan’s Seven Solutions

During the course of development and planning of the 2006 IT strategic plan, seven solutions supporting Michigan business processes emerged. MDIT in conjunction with its client advisory group, the Michigan Information Technology Executive Council (MITEC) focused on:



Collaboration Tools Enabling various parties to work together, regardless of time, place, or organizational boundaries



Contact Center Establishing fewer points of contact for citizen inquiries and allow contact center employees to work from anywhere



Data Integration Identifying, protecting, and sharing information across the business processes of multiple agencies



Mobile Worker Utilizing technology to connect state employees to their work anywhere at anytime from anyplace



Self-Service Providing citizens the ability to access government services without requiring travel to an office site



Shared Services Leveraging solutions across the various State departments to provide citizens with one-stop-shopping



Integrated Infrastructure Building the telecommunications and technology backbone required to efficiently support State business

The Plan in Motion

Achieving Michigan's IT goals relies upon investing in MDIT's foundation of people and resources. This foundation includes the important areas of Architecture, Cyber-Security, Finance, Human Resources, IT Procurement, and Statewide Communications. With a solid foundation, MDIT can fulfill its role as a facilitator of statewide sharing of services, information and infrastructure.

Part of the formula for success is collaboration among agencies, which is achieved through the Michigan IT Executive Council (MiTEC), a partnership of business managers from each of Michigan's 19 agencies, as well as MDIT leadership. Through this partnership, MDIT has identified seven technology-based solution areas to launch Michigan's future service delivery and the way work is done.

Foundation Highlights

The ongoing development and internal strengthening of MDIT's foundation, highlighted below, enables MDIT to improve the delivery of services today while also preparing for tomorrow's needs. (Comprehensive plans are detailed in appendices E through I of the 2006 Michigan IT Strategic Plan.) Here is a glimpse of what is happening within each area of our foundation:

Enterprise Architecture

- Full-scope EA plan developed which will help standardize technology across the State

Cyber-Security

- Disaster recovery policy
- Enterprise-wide "End-Point" desktop security to better protect citizen information, our assets and State employees

Finance

- Revised funding model
 - ◊ Rated services
 - ◊ Innovation and enterprise project funding which allows for costs to be more efficiently shared across the agencies

Human Resources

- Departmental human capital plan
 - ◊ Employee and leadership development
 - ◊ Workforce succession planning

IT Procurement

- The ReSTART program providing a simplified staff augmentation process
- Full-procurement life-cycle system, looking at total project costs

Statewide Communications

- Local government broadband assessment and acquisition template
- Mobile worker pilots that will allow for greater efficiencies

Statewide Solution Implementation

MDIT and its client agencies have actively sought, with much success, to improve the delivery of government services by integrating technology from each of the seven technology-based solution areas into their business processes. Here are some of the results:

Collaboration Tools

- Web conferencing
- Intranet portal development - connect.michigan.gov
- Statewide video conferencing facilities sharing and reservation (2007)

Citizen Self-Service Transactions

Updates to the award-winning Michigan.gov Web site include more than 50 services added in 2005, with another 40 going online in 2006. Some of the updates include:

- Alerts
- PODcasts
- Foreign language content
- Wireless information
- Page customization
- 24x7 help/call center

Data Sharing & Integration

- Data warehouse strategy which creates a data repository for shared citizen information
- Identity management solution which further protects citizen information

Enterprise Contact Center

- A shared solution pilot between the Departments of Treasury, State and Civil Service

Mobile Worker

- Standard WiFi solutions across the State that enable us to in real-time gather field data electronically, provide on-site services directly to businesses and citizens, and improve conditions for employees working remote from the office

Shared Administrative Tools

- Single point Web access of grant availability and application for businesses and citizens

Integrated Infrastructure

- Integration of State of Michigan personal computers to a standard platform providing enhanced service in a more secure environment
- Migration of voice lines to Voice over Internet Protocol (VoIP) thus reducing costs while adding capacity and speed

Making It Happen!

The journey to realizing Michigan's IT goals and strategies is through a management process that is iterative and part of daily operations. With 19 departments, 58,163 state employees, and over ten million citizens, this is no small task.

Ultimately, success rests on the framework of MDIT's multi-tiered management approach and the various tools designed to assess trends, innovations and best practices. As MDIT pushes forward with its implementation of technology and process solutions, the State and its citizens continue to realize the countless benefits of a connected Michigan. It is a tried and true process with ground-breaking results. Beyond a doubt, MDIT is making it happen every day!

GOALS

- Goal 1** Expand Michigan's services to reach anyone, at anytime, from anywhere.
- Goal 2** Transform Michigan's services through sharing and collaboration.
- Goal 3** Manage technology to provide better service and faster delivery.
- Goal 4** Make Michigan a "Great Workplace" and the employer of choice for technology professionals.
- Goal 5** Create a statewide community of partnerships.

Access



Collaboration



Better Government



Great Workplace



Partnerships

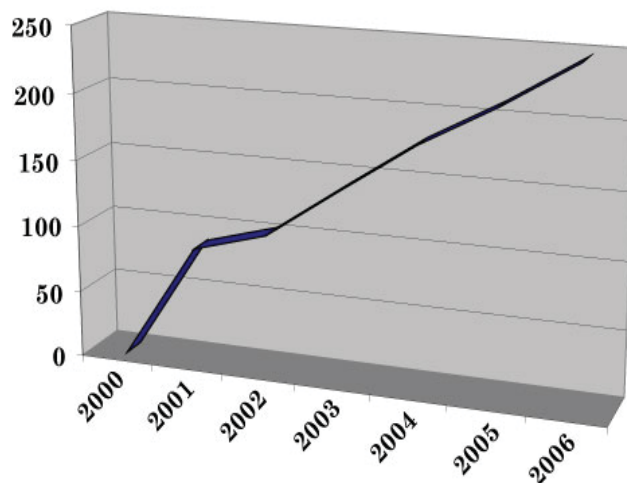


Goal One

Expand Michigan's services to reach anyone, at anytime, from anywhere



**Number of Online Services
State of Michigan**



MiTAPS/State Applications

More than 50 percent of the government-issued forms, permits and applications required to do business with the State of Michigan are online with the goal of hitting the 80 percent mark in 2007. The newest additions to the state's technology menu include the Department of Treasury's main sales/use tax license application forms and the Unemployment Insurance Agency's application for an account number, together totaling more than 50,000 applications received per year.

Michigan Talent Bank

Keeping students in Michigan through internships with Michigan businesses is a priority for the State. In 2006, MDIT rolled-out a "fresh look" and enhanced navigation features for the site (www.michigan.gov/talentbank). The Michigan Talent Bank allows employers to post openings and view resumes.



Michigan.gov Portal III

Providing online services to Michigan citizens remains a top priority for Michigan.gov, the state administered

Web site for government information and services. The Michigan.gov home page has been redesigned to feature the most requested online services, forms and directories. Visitors to the site now have important business and consumer information more readily available.



512k Bandwidth to State Offices

This project, completed in early 2006, increases minimum bandwidth to 512k, allowing the State to save money by pooling administration of email, servers, security, desktop management and leveraging hardware across all agencies.



Server Migration / Elimination

Having closed 10 remotes data centers in 2006, projects are actively underway to close an additional 19 this year. These closures will migrate or eliminate 591 servers from the remote data centers and enable us to reach our goal to eliminate 1,000 servers by 2008.

DecisionSupport&AdvancedAnalytics for Innovative Fraud Detection

The Office of Inspector General in Michigan's Department of Human Services leads the nation in using technology to untangle bureaucracy to combat fraud in the cash and food assistance area. This benefits taxpayers and enhances Michigan's reputation as a leader in using advanced analytics to enable departments to share disparate data and solve business problems.

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Goal Two

Transform Michigan's services through sharing and collaboration



“We are realigning, redefining, and redesigning government to move Michigan forward”

*Governor Jennifer M. Granholm
2004 State of the State Address*



Crash Process Redesign This new application for the sale of reports via the Web significantly improves the processing of insurance claims and provides convenience to the public. Traffic crash data are now more timely, accurate and easily accessible for citizens and traffic engineers, helping to make our roadways safer. Cross agency cooperation in the system development eliminated unnecessary IT infrastructure and two outside contracts, saving the State over \$1.5 million annually.

Business Registration Reacting to Michigan's lengthy, paper-intensive business registration process, MDIT developed a Web service to collect common data elements needed to register for multiple tax ID's. The initiative answers business concerns and helps Governor Granholm reach her goal of streamlining bureaucracy to promote business investment in Michigan. This multiple registration validation tool eliminates the need for 6 separate tax ID applications and allows cross-agency deployment in 120 days. Thus, 6 weeks have been removed from the process, saving 120,000 days of economic activity for 4,400 businesses (2006) and 11,520 annual staff hours in processing, which allows for the redeployment of 5 State employees.



Invest in at least 2 new technologies per year

Progress has been made in all seven Technology Solution areas through collaboration with the Michigan Technology Executive Council (MITEC) and all agencies in the State. An example of this is the consolidation of Web conferencing where an enterprise solution is used by all agencies, thus simplifying access, providing greater flexibility and increasing awareness for State employees while reducing costs.



Collaboration saves more than money Coupling services with the functionality of the Geographic Information System (GIS), MDIT can share geographic information within any needed application. Development teams have leveraged GIS applications and increased its usefulness across State agencies. For example, harnessing the power of GIS, caseworkers within the Department of Human Services can now (in real-time) match children displaced due to abuse/neglect to the care provider that best meets their needs and is the closest to the child's current home. Locations of all foster care home/shelters are automatically captured and updated whenever a license is issued. This information, as well as the number of beds available, benefits the child. Contact information is now at the caseworker's fingertips. By placing a child within their existing community, children are ensured continuity of school, social contacts and a familiar environment.

Establish a Data Warehouse strategy in the 1st quarter of 2006

Recognizing we were behind on this project MDIT contracted with Gartner, Inc. to assist in developing a plan. Businesses and IT leaders were interviewed on their data warehousing needs and barriers. MDIT is currently in the process of defining goals and developing a plan.

Enterprise Contact Center As one of seven solution areas highlighted in the 2006 Michigan IT Strategic Plan, MDIT is moving toward establishing an enterprise contact center and thereby streamlining the number of contact points for citizen inquiries. The first phase in this effort will establish a center of excellence hosted by MDIT for the Departments of State, Treasury, and Civil Service.

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Goal Three

Manage technology to provide better service and faster delivery.



Environmental Reporting Data Exchange

Web services are key to Michigan's leading-edge exchange of data with the EPA for three regulated programs. As one of the first states in the country to interface directly with the EPA, MDIT's implementation adheres to federal data formats while satisfying security requirements for authentication, validation and message traffic handling. The use of this framework saved thousands of hours in redevelopment time and allowed redeployment of departmental staff as well as saving \$642,704 annually (41% of the allocated operational budget).

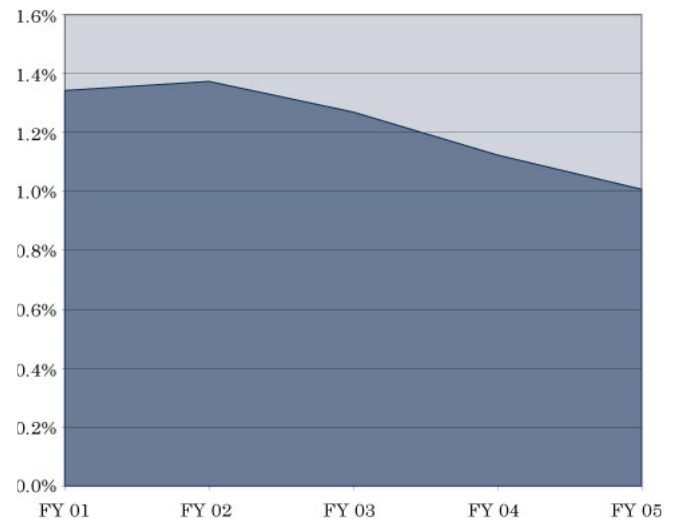


Office of Retirement Services

MDIT completed a major technology milestone with the replacement of the State's retirement benefit processing and payment system. This new system delivers faster completion of daily

transactions. It also positions the Retirement System to process the anticipated higher volumes of work generated from a growing retiree population.

IT Spending as Percent of Total Spending
Fiscal Years 2001-2005



Contract Reductions

Contract savings through the MiSAVE program for IT Services and Equipment totaled \$4.3 million for the first 7 months of 2006. It is anticipated that these savings will continue at approximately \$6.8 million annually.



Pilot Agency Conversion to Common Office PC

MDIT and the Department of Labor and Economic Growth (DLEG) have partnered in a pilot project to move DLEG employees to the State common office PC. To date, all DLEG employees have been moved to a consolidated messaging solution, and several agencies, including the Tax Tribunal and several Workers Compensation Agency divisions, have been migrated to a common office PC. MDIT has used this pilot to develop the templates and planning guidelines that enable a consistent, repeatable approach to migrate all State agencies. Benefits of the common office platform include reduced costs, improved service, consistency across the State and higher reliability.



Security Cost Avoidance

The State has saved \$30 million in staff productivity and hardware/software costs. With up to date software the State was successful in reducing the manual effort to correct infected PC's by 80% while doubling the number of PC's with up-to-date security software.



Portfolio Management and Resource Allocation

MDIT formed the Strategic Management Team (SMT) to assist in project portfolio management, resource allocation and interagency coordination. The SMT developed an objective, repeatable process for identifying tactically-essential projects for weekly status and coordination meetings. The SMT repeated this process in the 4th quarter, focusing on fiscal year 2007 deliverables, and will refine the project prioritization and resource allocation methodology. MDIT will leverage this refined methodology to help resource allocation across all projects.

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Goal Four

Make Michigan a “Great Workplace” and the employer of choice for technology professionals.

Succession / Workforce Planning

Anticipating future retirements and attrition within the department, MDIT is implementing a plan to ensure there are highly qualified people in all positions, not just today, but tomorrow, next year and five years from now. This provides positive goals for key personnel in addition to defined career paths, which will help in recruiting and retaining better people. This strategy has been developed and MDIT has executive support for this concept.



Leadership Development

MDIT is presently working with 34 employees appointed to new leadership positions over the past 18 months as well as providing individualized leadership consulting services to a number of MDIT managers and personnel in key functional areas. The capstone event of MDIT's leadership development process is the Leadership Conference, an opportunity for MDIT leaders to hone their skills and network with peers. The 3rd annual conference was held in November.



Human Resource Optimization Project

This effort has provided an enhanced employee self-service internet application, a centralized data store and the redesign and realignment of numerous human resource processes. It provides State employees the ability to perform their own transactions with access to the system from work or home, 7 days a week, 24 hours a day. Savings to date have been significant and projections are for an additional \$5 million in savings annually for the next five years.



Internal Communication Forum TechTalk, the definitive source for employee communication and information sharing, migrated to Michigan's connect.michigan.gov intranet portal in early 2006. The intranet portal securely enables many features, such as virtual project team rooms that provide discussion forums and file sharing. The TechTalk portal also facilitates coordination with other State agencies to seamlessly access important MDIT information.



MI-360 Manager Performance Feedback

All MDIT managers are encouraged to participate in MI-360, Michigan's process for providing performance feedback to managers from all angles - those they manage, their peers, and the managers to whom they report. Ninety percent of MDIT supervisors have completed the MI-360 review process and are now working on individual development plans based on their feedback.



New employees hired through CareerFair

MDIT hired 9 new employees, either as interns or directly into full-time State employment, as a result of recruiting at the Michigan State University Career Gallery. MDIT will continue to develop these relationships, looking to partner with additional Michigan institutions of higher education to attract Michigan's talent to State government IT careers.

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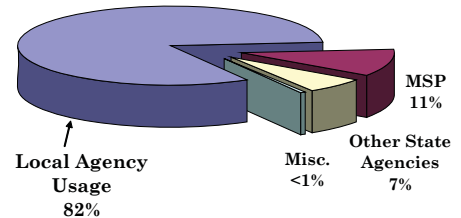
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Goal Five

Create a statewide community of partnerships.



Statewide Radio System Usage (March 2006)



The Michigan Public Safety Communication System (MPSCS), initially developed for use by State agencies, now connects more than 20,000 local first responder agencies' radios. These local partner agencies now comprise more than 80% of system use.

Michigan Health Information Network (MiHIN) This statewide effort to reduce health care costs and improve health quality through technology will ensure health care providers have access to complete patient medical records. Such an initiative provides consistent, better quality and less expensive health care. Participants and beneficiaries include patients, employees, employers, health care providers and payers, including federal and state government.

In April, 2006 the "Conduit to Care" program was launched which prescribes a path to develop a health information network connecting health care communities across the state.

I-Services, Phase II A pilot was successfully concluded in April 2006 providing a virtual information warehouse to share data among participating principalities currently not available in the Law Enforcement Information Network (LEIN). This service enables participating criminal justice communities to share access to data. Phase II will leverage the pilot's success to bring more agencies and their data into the statewide production system.



MDIT Coordinates PC Recycling Event

MDIT teamed up with DEQ and Dell to host a consumer recycling event

in 3 Michigan locations (East Lansing, Macomb & Muskegon Counties). At the end of the day, 10 semi trucks hauled away over 115 tons of electronic equipment and disposed of it in an environmentally-friendly way.



Local Web Sites Go Live!

The department forged a successful partnership with the Michigan Townships Association, the Municipal League and colleges to develop Web sites for local units of government. Today, many governments do not have resources to develop their own sites, but this program supplies those resources and enables students the opportunity to apply their Web development skills. As a result of this program, 50 new government Web sites are now online!



Development of a State-wide Land Use Database

With a designated workgroup now in place, the development of a land use database for federal, state and local

government, developers and universities is moving forward. A project budget and work plan are now on the table, and a land bank application to track land use is now in place.



MI Digital Government Summit

For the past 4 years the State has hosted this event bringing together over 400 government technology leaders. This includes State, county, city and township governments discussing the future role of technology as well as sharing opportunities for partnerships with the goal of improving the delivery of government services to Michigan citizens.



Extend Cyber Security Education to Local Governments in 2006

The Michigan.gov Cyber Security Web site provides information and training to protect confidential information, physical security and other security best practices. These resources are now accessible to State employees, local governments and citizens.

More Milestones

MDIT continues to reach many strategic milestones, resulting in new services to citizens and agencies, improved government effectiveness and efficiencies, and enhanced accountability and performance-based management. The list continues to grow. Here's another snapshot of our success stories as well as work that is still underway.

Services

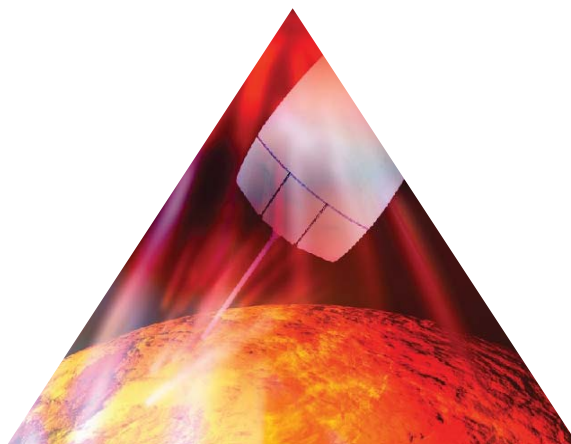
- MiHIN “Conduit to Care” Report submitted to Governor
- First data transfer on the statewide emergency radio system
- Statewide rollout of the Jobs, Education and Training (JET) program
- Transactional based self services doubled

Effectiveness and Efficiencies

- Refinement of Enterprise Architecture information sharing
- Consolidation of email messaging system
- Statewide Medicaid system upgrade
- Integrated eligibility system for Human Services

Accountability, Performance and Management

- MDIT agency services and infrastructure realignment
- 12-month operational horizon for the SMT portfolio management process
- Hosting over 50 vendor presentations to the MDIT Management team
- Mi Plan Tracking Tool



Tomorrow's Possibilities:

There's a bigger world out there

Wisdom tells us that we cannot know where we are going until we know where we have been. This progress report is a reflection of the relatively new journey of information technology in the state of Michigan - a journey defined by MDIT's Strategic Plan and set in motion, step by step, through careful planning and vast cooperation.



Like all travellers embarking upon a journey, MDIT keeps its road map close at hand while continuously monitoring progress and reacting to changing events and needs. This continual correction of course is referred to as “bridge strategy development and infusion.” It is, in essence, a structured reassessment of Michigan’s strategic direction that involves monitoring trends, innovations and best practices as documented by research and advisory services and presented by vendors.

With this process in hand, bridge strategies are developed to help correct Michigan’s course, allowing its journey to continually unfold to the broad and wonderful technology possibilities of the future that come with a “Next Michigan.” It is a process reliant upon structure and evaluation. As bridge strategies are developed, they are incorporated into operations where they are continually assessed, refined and prioritized by their importance to Michigan government. Throughout MDIT’s journey, high priority bridge strategies will be formalized in the Michigan IT Strategic Plan during subsequent planning cycles. And into the future we shall travel.

Redefining IT

As Michigan pushes forward in its journey, an underlying fundamental shift is emerging from newly developed bridge strategies where the increasing need to bolster the role of information and how it is used, communicated and shared is transforming our way of thinking. With each emerging bridge strategy, Michigan is moving from an information technology (IT) perspective to an information, communications and technology (ICT) conceptualization of our Strategic Plan.

This makes for an exciting time in Michigan where citizens and businesses are eager to have more technology at their fingertips. Taking us there are Michigan’s ICT bridge strategies which can be grouped in three themes: Digital government maturity and effectiveness; information, knowledge

Digital Government Strategies

- Make full digital government maturity an SMT goal and integrate it in the 2008 Michigan IT Strategic Plan goal structure, also including a multi-channel strategy.
- On an ongoing basis, populate the feasible range of functions, business and service tiers with maximally effective solutions.
- Develop and implement just-in-time IT solutions in anticipation of challenges as well as opportunities.
- Selectively become an early technology adopter for high priority, high potential gain areas.
- Ensure that MDIT’s enterprise information architecture (EIA) enables data, information and knowledge sharing within the public sector and between the public and private sectors. The EA Plan development is a first step.
- Support, advocate and advance the smart/digital cities and communities concept and practices, integrating with the cool cities and related initiatives. The broadband template is a first step.

management and intellectual capital; and government transformation.

Information Strategies

- Formalize information, knowledge management and intellectual capital through ICT as a 2008 Michigan IT Strategic Plan goal.
- Create a collaborative solution forum and brokerage for integrating internal and external processes and IT solutions with other technology, science and related solutions within the public and private sectors. The development of MiHIN is a first step in this direction.
- Support and enable Michigan local, sub-state economic development opportunities through network and virtual collocation technologies and promoting in-sourcing policies to interact with local and global partners and customers.
- Help advance state broadband communications capabilities and integrate the use of information, knowledge and intellectual capital as both content and services and as part of the communication process.
- Help support the development of emerging IT professional and knowledge worker skills and the creation of intellectual, knowledge and skill capabilities in Michigan.

Transformation Strategies

- Proactively accelerate the shift of ICT from support systems for business processes to a driver that helps define potential government goals, service and outcomes, realigning the SMT project portfolio from both supporting and enabling to more proactively driving business and value.
- Identify and prioritize Michigan's government transformation capabilities and Michigan opportunities available through ICT, including drivers and transformers of business processes, and incorporate transformation initiatives into the 2008 IT Strategic Plan.
- Work collaboratively internally and external to state government to strengthen the state brand and competitiveness in the region, nationally and globally through innovative and transformational use of ICT.
- Ensure sound public policy values are supported and infused into a transformed government that results in desirable outcomes, including access, participation, transparency and accountability.

Digital Government Maturity and Effectiveness

Michigan is focused on pro-actively using innovation to launch a fully mature digital government within the public sector. In such a scenario, citizens will move beyond having simple digital access to their government to being able to fully engage and participate in a way not seen before in Michigan.

Information, Knowledge Management and Intellectual Capital

Critical to Michigan's future success is the ability of ICT to strengthen and advance the role and use of information and knowledge management

as well as support the development of intellectual capital within the public and private sectors in Michigan.

Government Transformation

The use of technology worldwide has grown from enabling business processes to providing a catalyst to optimize the way business is done and expand the range and nature of possible public services. Michigan will continue to move toward the end goal of using information, communications, technology, and process redesign to transform government goals, services, and outcomes – including decision-making and governance.

We're on Our Way!

Already, Michigan has taken practical and significant steps on its challenging journey to become "a connected Michigan." The coming years will see an ever-growing role for IT that not only "connects," but also expands and pushes Michigan to reach, as the Governor has said, "the summit of its potential." As this Progress Report illustrates, we are well on our way!

Jennifer M. Granholm
Governor of Michigan

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